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2010

Summary of
the **City of Chula Vista**
Workforce

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Objective

Analysis of workforce data is the key element in the workforce planning process. Workforce analysis considers information such as demographics, diversity, turnover rates, reasons for turnover, and other trend data. Analyzing the workforce data for trends will help the organization project future workforce needs and identify opportunities for recruitment, retention, employee development strategies to improve diversity and meet affirmative action plans.

This report serves as a strategic planning tool for analyzing the City's workforce and developing action plans to address workforce changes. The City must be prepared for these changes to meet the challenge of attracting, developing, and retaining a sufficient and skilled workforce that will be competent to continue service levels.

Scope

The data presented in this report reflect the composition of the City of Chula Vista's workforce as of **December 31, 2010.**

Statistics described apply to permanent classified employees and appointed/elected officials, thus excluding unclassified hourly employees. In some cases, a five-year history is shown to emphasize trends.

Employees are counted by "headcount", where each person counts as one employee, regardless of the full-time equivalency status.

Methodology

Sources of Data

The data on the City workforce presented in this report reflect employment recorded in the Integrated Financial and Administrative Solutions (IFAS) payroll/HR information management system.

Ethnicity/racial identification of the City workforce includes: Caucasian (White); African American (Black); Hispanic, Asian or Pacific Islander (not Filipino); Filipino; American Indian; Multicultural and Others.

Occupational category descriptions were obtained from the Equal Employment Opportunity Commission (EEOC).

Employee Turnover

Employee turnover is the ratio of employees who voluntarily or involuntarily separate from the City's employ to the average number of total employees in a given period.

Turnover is computed as follows:

$$\frac{\text{\# of separations during calendar year}}{\text{Average* \# of employees during cy}} \times 100$$

* Beginning headcount + Ending Headcount / 2

Workforce Demographics

This report provides a general descriptive statistics of the City's workforce, where employees in filled positions are counted individually based on the following categories:

Gender
Age
Ethnicity
Occupational Category
Tenure

To draw substantial analyses, the statistics bearing a combination of these categories are presented.

Gender	Age
Gender	Ethnicity
Age	Tenure
Ethnicity	Occupational Category

Summary of Findings

Total workforce

The average headcount (excluding unclassified/hourly positions) in 2010 is 942. This is the lowest average headcount in a period of five years.

The average headcount experienced a consistent downward trend since 2006. Level of staffing decreased by approximately 7-8% each year beginning 2006. By 2010, the average headcount decreased by 25%.

Demographics

The City workforce has more males than females.

The workforce has five generations working together in 2010, and is heavily clustered in 29-65 years old age range.

Forty nine (49%) percent of workforce is between 29-44 years old (Generation X).

The average age of workforce is 44 years old. The youngest employee is 23 years old. The most senior employee is 71 years old.

There are more older women (Baby Boomer generation; 45-65 years old) than men (Generation X; 29-44 years old).

The City employs a diverse workforce. Racial/ethnic categories were all represented. Caucasian is the largest racial group.

The occupational category with the most number of employment is in the Protective Services with 29% of the workforce.

Caucasians have the highest percentage of employment in all occupational categories except Service Maintenance. Service Maintenance is approximately 50% Hispanic.

By tenure/length of service, the workforce has 36% with 6-10 years of service. The average tenure/length of service is 11 years.

Summary of Findings

Employee Turnover

Turnover in 2010 (4%) was the lowest turnover rate in a period of five years. The City experienced the highest turnover in 2007 and 2008 at 10%.

One sign of a healthy organization is a low voluntary turnover rate. As such, to reach a more valuable measure of   turnover, voluntary turnover (separation initiated by the employee; reasons for leaving may be controlled or   swayed by the organization) was isolated from involuntary turnover (separation initiated by the organization; reasons for leaving cannot be controlled by both the organization and employee) to gauge the City's "true" turnover.

There was a significant difference between involuntary and voluntary turnover. From 2006 - 2010, involuntary turnover was 69% of total separations while voluntary turnover was 31% of total separations.

Retirement consistently tops the reason for turnover from 2006 -2010. In 2007, 60% of separations reported was due to retirement.

The average tenure for voluntary separation is 6 years while the average tenure for involuntary separation is 12 years.

By occupational category, the most number of separations was in the Professional category. Skilled craft experienced the least turnover.
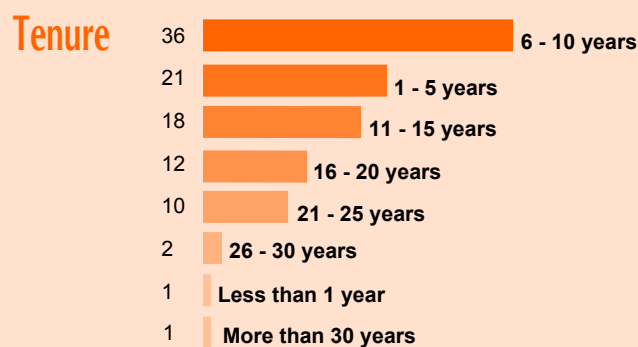
Retirement Data

As of December 2010, 29% of City workforce was eligible for retirement, given the assumption that these employees are at least 50 years old with 5 years of City service. Most employees eligible to retire belong to the Professional category.

Data obtained from retired employees indicate that 55% left more than 10 years after being eligible to retire. 48% of employees eligible for retirement remain employed after 11 years of becoming eligible to retire. This indicates that employees wait several years before they retire.

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Workforce Demographics At A Glance

Data as of 31 December 2010
Total Headcount: 927

Gender

%

- 70 — Male
- 30 — Female

Age

- 49 — **Generation X** (29 - 44 years old)
- 47 — **Baby Boomers** (45 - 65 years old)
- 3 — **Millennial Age** (23 - 28 years old)
- 2 — **Silent Generation** (66 years old and above)

Ethnicity

- 53 — **Caucasian**
- 29 — **Hispanic**
- 6 — **Filipino**
- 4 — **African American**
- 4 — **Asian / Pacific Islander**
- 3 — **American Indian/Multi-cultural and others**

Occupational Category

- 29 — **Protective Services**
- 23 — **Professionals**
- 12 — **Administrative Support**
- 12 — **Service Maintenance**
- 9 — **Paraprofessionals**
- 7 — **Technicians**
- 5 — **Officials and Administrators**
- 3 — **Skilled Craft**

Tenure

- 36 — **6 - 10 years**
- 21 — **1 - 5 years**
- 18 — **11 - 15 years**
- 12 — **16 - 20 years**
- 10 — **21 - 25 years**
- 2 — **26 - 30 years**
- 1 — **Less than 1 year**
- 1 — **More than 30 years**

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Workforce Demographics
[Detailed Results]

Total Workforce

Average
Headcount

1,258
1,173
1,092
1,013
942

CY2006 2007 2008 2009 2010
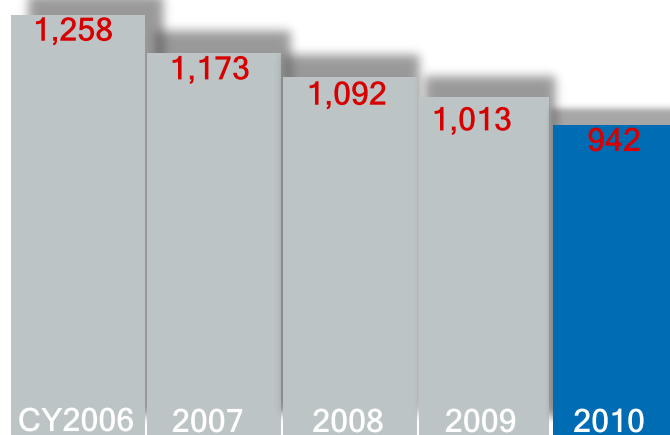
Calendar Year	Average Headcount*	% Decrease
2006	1,258	
2007	1,173	6.76% ▼
2008	1,092	6.91% ▼
2009	1,013	7.80% ▼
2010	942	7.01% ▼

City at the present is actively managing the approval of certain positions. This position is funded and is therefore approved for hire.

In December 2007, the national economy officially entered a recession. Along with every city and government agency across the country, the City of Chula Vista has been impacted by the national, state, and local economic downturn.

The City took action to implement a variety of structural corrections to the budget. Some of the tough decisions made include eliminating vacant positions, eliminating some programs and services, adopting prudent increases to various City fees, and foregoing employee wage increases.

The level of staffing gradually decreased from 2006 - 2007 by 7-8% each year. By 2010, the average headcount decreased by 25%.

Hiring freeze was also implemented in 2007. The City is actively managing the approval of certain positions. For each position that is held vacant to meet budget reduction targets, there is a body of work that must be absorbed by existing personnel. Departments continue to provide core services but with fewer human resources to support their efforts.

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* Average headcount is beginning headcount (as of January 1) and ending headcount (as of December 31) divided by 2.

Workforce Demographics
[Detailed Results]

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Gender

- The City workforce is composed of 70% males and 30% females.

- The number of male employees (649) is 128% higher than the number of female employees (282).

Age

- The age ranges of the City workforce is composed of four different generations , and heavily clustered in the Generation X and Baby Boomers generations.

  49% of the City workforce is between 29-44 years old (Generation X).
  47% is 45-65 years old (Baby Boomers).

- The average age is 44 years.

- The youngest employee is 23 years old. The most senior employee is 71 years old.

City Workforce by Gender

Male	645	70%	
Female	282	30%	
TOTAL	**927**		

City Workforce by Age

Millennial (23-28 y/o)	25	3%	
Generation X (29-44 y/o)	**451**	**49%**	
Baby Boomer (45-65 y/o)	440	47%	
Silent Generation (66 and above)	11	1%	
TOTAL	927		

Age/Generation Timeline

	1922 - 1945 Silent Generation	1946 - 1964 Baby Boomers	1965 - 1980 Generation X	1981 - 2000 Millennial
Age Range	66 +	45 - 65	29 - 44	23 - 28
Core Values	Respect for Authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme Fun Social
Work Ethics and Values	Hard work Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self reliance Want structure and direction	What's next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented

City Workforce by Age and Gender

Age/Generation	Male	Female	TOTAL
Millennial (23-28 y/o)	15	10	25
Generation X (29-44 y/o)	326	125	451
Baby Boomers (45-64 y/o)	296	144	440
Silent Generation (65 above)	8	3	11
TOTAL	645	282	927
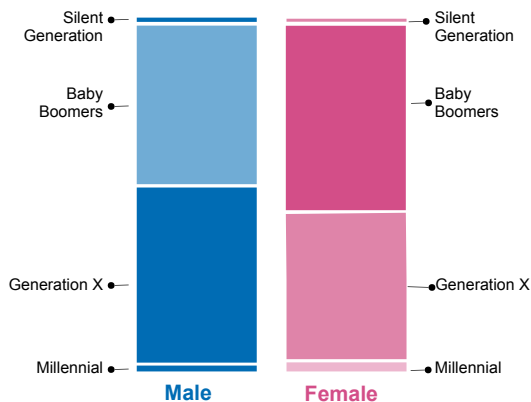
Gender and Age

- The largest % of male employees belong to the Generation X (29-44 years old) while the largest % of female employees belong to Baby Boomer generation (45-64 years old).
- 35% of City workforce is male between 29-44 years old.
- 32% is male between 45-64 years old.
- 16% is female between 45-64 years old.
- 13% is female between 29-44 years old.
- Males and females in millennial and silent generation compose the remaining 4% of the workforce.

Silent Generation • —
Baby Boomers • —
Generation X • —
Millennial • —
Male

— • Silent Generation
— • Baby Boomers
— • Generation X
— • Millennial
Female

City Workforce by Specific Age Range

Survey findings yield that 96% of workforce is within Generation X and Baby Boomers.

If the number of years were equally distributed within the Generation X and Baby Boomer age ranges, the results yield that 168 or 18% of City workforce is 50 - 54 years old.

Generation	Age Range	# of Employees
Generation X	29 - 32	80
	33 - 36	111
	37 -40	134
	41 - 44	126
Baby Boomers	45 - 49	159
	50 - 54	**168**
	55 - 59	81
	60 - 61	35

Workforce Demographics [Detailed Results]

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Ethnicity

- Caucasian is the largest ethnic group at 53% of City workforce.

- Hispanics make up 29% of workforce.

- Other ethnic groups (Filipino, African American, Asian/Pacific Islander, American Indian, Multicultural and others) make up the remaining 18% of the workforce. The number of employees in these groups are less than 10% of the total workforce.

- All racial groups are represented.

Ethnicity and Gender

- The City workforce is 38% male Caucasian; 20% male Hispanic; 15% female Caucasian and 9% female Hispanic.
  Males and females in other ethnic categories (Filipino, African America, American Indian, Multicultural and others) are less than 9% of the City workforce.

- There are more males in all ethnic categories than females.

- Males and females in all ethnic categories are represented.

City Workforce by Ethnicity

Ethnicity	Count	Percent
Caucasian	493	53%
Hispanic	272	29%
Filipino	56	6%
African American	38	4%
Asian/Pacific Islander	36	4%
American Indian	11	1%
Multicultural	11	1%
Other	10	1%
TOTAL	927	

City Workforce by Ethnicity and Gender

Ethnicity	MALE	FEMALE	TOTAL
Caucasian	356	137	493
Hispanic	184	88	272
Filipino	37	19	56
African American	22	16	38
Asian/Pacific Islander	25	11	36
American Indian	9	2	11
Multicultural and Others	12	9	21
TOTAL	645	282	927

Workforce Demographics
[Detailed Results]

City Workforce by Occupational Category

Occupational Category	Head count	%	
Protective Services	273	29%	
Professional	213	23%	
Service Maintenance	112	12%	
Administrative Support	111	12%	
Paraprofessional	81	9%	
Technicians	61	7%	
Officials and Administrators	46	5%	
Skilled Craft	30	3%	
TOTAL	927		

Occupational Category

- The occupational category with the most number of employees is in the Protective Services category with 273 employees or 29% of workforce. This category covers some employees in the POA and IAFF bargaining groups, which also has the least number of classifications compared to other bargaining groups.
- Skilled craft category has the least number of employment with 30 employees or 3% of workforce. Job classifications identified with this category were from the CVEA bargaining unit.
- The workforce has equal number of employees in service maintenance and administrative support categories.
- Majority of classifications identified with the Professional occupational category were from the middle management/professional group. Some classifications were from the WCE and CVEA groups.
- Classifications identified with technicians, paraprofessional, administrative support and skilled craft categories were from the CVEA and Confidential bargaining groups.

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Description of Occupational Categories
Source: Equal Employment Opportunity Commission

| OFFICIALS AND ADMINISTRATORS	PROFESSIONALS	TECHNICIANS	PROTECTIVE SERVICES	PARA PROFESSIONALS	ADMINISTRATIVE SUPPORT	SKILLED CRAFT	SERVICE MAINTENANCE
Occupations in which employees set broad policies, exercise overall responsibilities for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.	Occupations which require specialized and theoretical knowledge acquired through college training or through work experience and other training which provides comparable knowledge.	Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.	Occupations in which workers are entrusted with public safety, security and protection from destructive forces.	Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.	Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and information and other paperwork required in an office.	Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through apprenticeship or other formal training programs.	Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute the the upkeep and care of buildings.

Workforce Demographics [Detailed Results]

Occupational Category and Ethnicity

- Caucasians have the highest percentage of employment in all occupational categories *except* service maintenance.

- Hispanic has highest percentage of employment in service maintenance. This occupational category is 50% Hispanic.

- 67% of Officials and Administrators are Caucasians, followed by Hispanics at 21%.

- Within their racial group, Filipinos reported highest number of employment in Professional category.

- Within their racial group. African Americans have the most number of employment in the Protective Services category.

- American Indian racial group does not have any employment in the Official and Administrators, Skilled Craft and Technicians categories.

**City Workforce by Occupational Category and Ethnicity**

	Caucasian	Hispanic	Filipino	African American	Asian/Pac Islander	American Indian	Multicultural	Others	Total
Protective Service	162	65	15	8	11	5	4	3	273
Professional	127	48	19	5	11	2	1	0	213
Service Maintenance	37	61	2	8	1	0	2	1	112
Admin Support	46	41	4	8	7	2	2	1	111
Paraprofessional	39	27	6	4	1	2	2	0	81
Technician	37	11	5	3	4			1	61
Officials and Administrators	30	10	1	1	1	0	0	3	46
Skilled Craft	15	9	4	1	0	0	0	1	30
Total	493	272	56	38	36	11	11	10	927
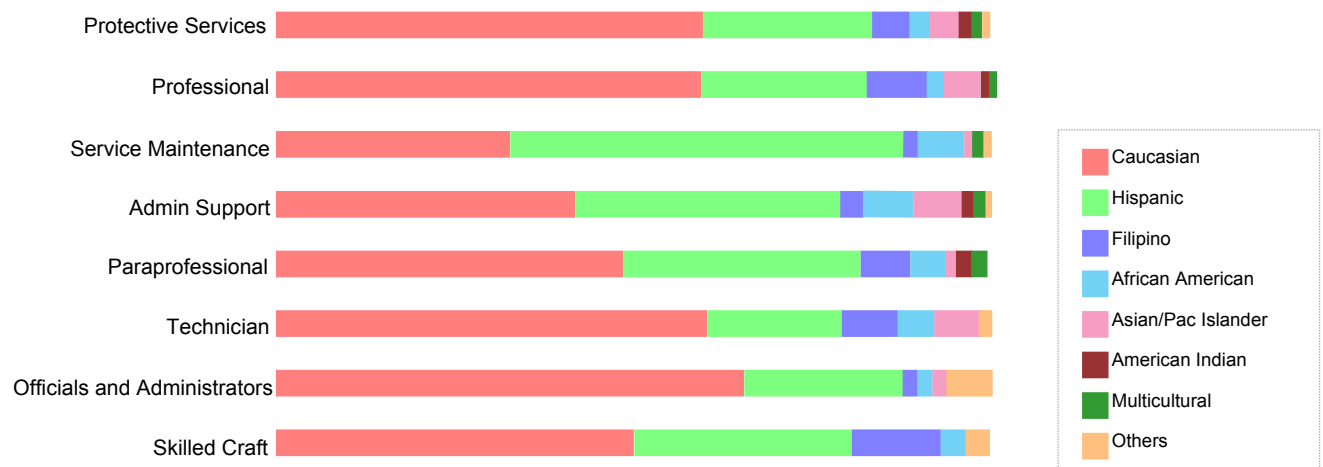
Workforce Demographics
[Detailed Results]

City Workforce by Tenure

Less than 1 year	7	1%
1-5 years	197	21%
6-10 years	333	36%
11-15 years	168	18%
16-20 years	107	12%
21-25 years	89	10%
26-30	15	2%
30+	11	1%

City Workforce by Tenure and Age

Tenure	Millen-nial	Gen X	Baby Boomers	Silent Gen
Less than 1 year	1		5	1
1 - 5 years	16	**127**	53	1
6 - 10 years	6	**218**	**108**	1
11 - 15 years	2	76	**87**	3
16 - 20 years		25	80	2
21 - 25 years		5	83	1
26 - 30 years			14	1
30 + years			10	1
MEDIAN TENURE (years)	4	8	13	11

Tenure

- Employee tenure measures how long employees had been with the City as of December 2010. Results yield that 333 or 36% of the workforce has 6-10 years of service.

- The *average/mean* tenure is 11 years. The *median* tenure (the point at which half of employees had more tenure and half had less tenure) is 9 years. A number of factors can affect the average and median tenure, including the age profile among employees, changes in the number of hires and separations.

Tenure and Age

- 333 or 36% of the City workforce has 6- 10 years of service – 65% of which (218) are in Generation X (29-44 years old).

- The number of employees ages 29-44 with 1-5 years of service lend to the fact that the City hired younger workers in the last 5 years.

- In 2010, the City hired older employees. The average age of new hires in 2010 is 49 years old.

- Workforce has more younger employees (Generation X) with 1-10 years of service than Baby Boomers (45-64 years old.)

- As would be expected, the median tenure increases as age progresses. The median tenure of Generation Xers is twice the median tenure of Millennials; the median tenure of Baby Boomers is greater than Generation Xers. However, the median tenure of Silent Generation is less than Baby Boomers. The shorter tenure can be explained by the proportion of the number of employees in this group who have less than 10 years of service.

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Summary of
City of Chula Vista Workforce

Employee Turnover

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees.

Employees leave for many different reasons. Sometimes it is the attraction of a new job with better benefits or prospects of career upward mobility which 'pulls' them. On other occasions they are 'pushed' (due to dissatisfaction in their present jobs) to seek alternative employment. It can also be as a result of both 'pull' and 'push' factors.

It thus becomes necessary to identify reasons why employees leave the organization to determine how to retain them. To understand turnover, it is important to make a distinction whether the reason for separation is **voluntary** or **involuntary**.

Voluntary Turnover

Turnover / separation is initiated by the employee. Under voluntary turnover, employees exercise their free choice to leave due to better future elsewhere, higher salary, and/or undesirable working conditions (duties not fit or hours/days are not enough).

Involuntary Turnover

Turnover / separation is initiated by the organization such as employee dismissals due to poor performance or reduction in force. Under involuntary turnover, employees are separated for reasons that both the organization and employee have no control of. Examples are service and disability retirements, relocation, and death.

Why Turnover Matters

Turnover matters for three key reasons:[1]

1. **Turnover is costly** ▶
   Employee departures cost time, money and other resources.

2. **Turnover affects organization's performance** ▶
   Exit of high performers and employees with hard-to-replace skills can erode organization's ability to deliver services.

3. **Turnover may become increasingly difficult to manage** ▶
   Studies reveal that talent scarcity is looming and finding and keeping the right people with the right skills are increasingly challenging.. Demographic shifts (such as waves of retirements among aging workers) may contribute to talent scarcity.

Turnover Costs	
Financial	HR staff time (exit interview, payroll administration)
	Manager's time (retention attempts, exit interview)
	Accrued paid time off
	Temporary coverage (contingent employee, overtime for remaining employees)
Replacement Costs	New hire's compensation
	Hiring manager and department employee time
	Orientation program time and materials
	HR staff induction costs (payroll, benefits enrollment)
Training Costs	Formal training
	On-the-job training (supervisor and employee time)
	Productivity loss until replacement has mastered job

[1] Source: SHRM 2008. Retaining Talent

Employee Turnover

Turnover Rates [2006-2010]

Calendar Year	Number of Separations	Average Headcount	Turnover Rate
2006	80	1,258	**6%**
2007	113	1,173	**10%**
2008	109	1,092	**10%**
2009	82	1,013	**8%**
2010	40	942	**4%**
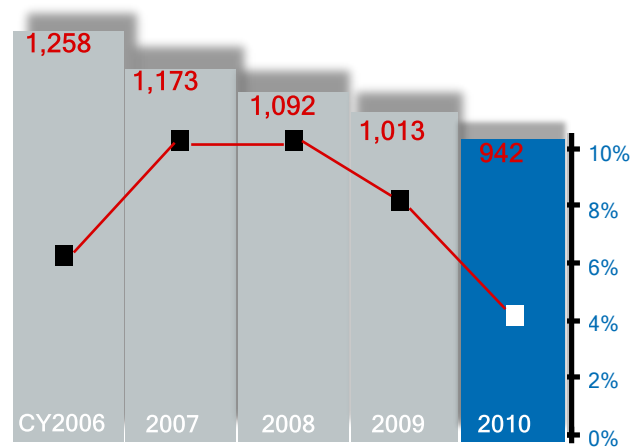
Employee turnover in 2010 is the lowest turnover rate in 5 years. Turnover rate decreased by 50% in 2010.

We had an average of 942 employees and 40 reported separations (includes all separations from employment, regardless of reason). In 2010, the City had the least number of separations in 5 years and also the least number of headcount within the same period. Turnover rate followed the downward trend.

Turnover rate consistently declined beginning 2008. During a five year period, there was only one instance (in 2007) when turnover rate increased. It was also in 2007 that the City experienced the highest turnover in 5 years.

To determine if our turnover percentage is of concern and whether any significant trends are noted, turnover rates were analyzed by:

(1) Tenure / Years of service
This analysis helps determine if separation has links or ties to the length of employment or tenure.

(2) Reason for leaving
Of particular concern are turnover reported and initiated by employees. The distinction between voluntary and involuntary turnover is important because it makes little sense to invest heavily in reducing turnover that arises from largely unavoidable reasons.

(3) Occupational category
This information is crucial in assessing the extent to which turnover affects the diversity of workforce talents.

Employee Turnover

Turnover by Tenure / Length of Service							
Calendar Year	Type of Separation	Less than 5 years	5-10 years	11-15 years	More than 15	TOTAL	AVERAGE TENURE
2006	Voluntary	16	15	0	3	34	6
	Involuntary	18	9	5	14	46	10
2007	Voluntary	26	6	2	3	37	5
	Involuntary	10	11	10	45	76	17
2008	Voluntary	19	17	1	3	40	6
	Involuntary	34	18	3	14	69	9
2009	Voluntary	10	4	1	1	16	5
	Involuntary	19	21	10	16	66	11
2010	Voluntary	3	2		1	6	8
	Involuntary	5	16	3	10	34	12
	Total Voluntary	74	44	4	11	133	6
	Total Involuntary	86	75	31	99	291	12
	Grand Total	160	119	35	110	424	
	Percentage	38%	28%	8%	26%	100%	

Turnover by Tenure / Length of Service

From 2006 - 2010, there were 424 voluntary and involuntary separations. Data findings reveal that employees with less than 5 years of service leave City employment at the highest rate (160 or 38% of total separations). It is only in this instance (less than 5 years) that involuntary turnover is slightly greater than voluntary turnover. While most employees chose to leave early on in their career with the City, employees were also involuntarily separated as a result of reduction in force (layoff) where employees with the least seniority or tenure are separated.

Only 8% of total separations were accounted for employees with 11-15 years of service. It is expected that employees with 11-15 years of service are more likely to stay as they see themselves compatible and embedded in their jobs. As such, the least rate of turnover is experienced in employees with 11-15 years of service.

Of particular note is the significant difference between voluntary and involuntary turnover for employees with more than 15 years of tenure. 90% of employees with more than 15 years of tenure leave the organization due to retirement.

The average tenure for voluntary separations is 6 years while the average for involuntary separations is 12
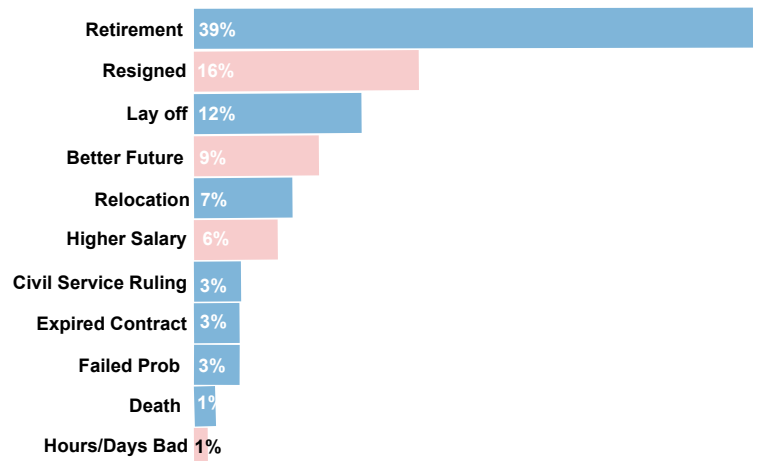
Employee Turnover

Reason for Separation

Type of Separation	Reason for Separation	2006	2007	2008	2009	2010	TOTAL	%
Involuntary	Retirement	18	64	28	38	19	167	39%
	Layoff			26	16	8	50	12%
	Relocation	9	5	7	3	4	28	7%
	Civil Service Ruling	2	4	2	5	1	14	3%
	Failed Probation	7	2	2			11	3%
	Did not return	2					2	0%
	Expired Employment	6		3	2	2	13	3%
	Deceased	2	1	1	2		6	1%
	Total Involuntary	**46**	**76**	**69**	**66**	**34**	**291**	**69%**
Voluntary	Resigned/Quits	17	23	20	3	4	67	16%
	Better Future	8	4	14	9	2	37	9%
	Higher Salary	9	8	5	3		25	6%
	Hrs/days Bad		2	1	1		4	1%
	Total Voluntary	**34**	**37**	**40**	**16**	**6**	**133**	**31%**
	TOTAL	**80**	**113**	**109**	**82**	**40**	**424**	**100%**

Reasons for Separation

- Separation due to retirement (service and disability) consistently tops the reason for turnover from 2006-2010.
- In 2010, the City experienced the least number of separations in 5 years.
- The number of separations was at its highest in 2007, when the City started to experience the impact of the economic downturn. Organization structural changes were implemented, among which was the offer of an early retirement incentive program. Retirements account for 60% of separations in 2007.

Retirement	39%
Resigned	16%
Lay off	12%
Better Future	9%
Relocation	7%
Higher Salary	6%
Civil Service Ruling	3%
Expired Contract	3%
Failed Prob	3%
Death	1%
Hours/Days Bad	1%

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Employee Turnover

Reason for Separation

Voluntary Turnover	Involuntary Turnover
Resignation (Quit)	Retirement
Better Future	Layoff
Higher Salary	Relocation
Hours/Days Bad	Civil Service ruling
	Failed probation
	Did not return to work
	Expired employment
	Death

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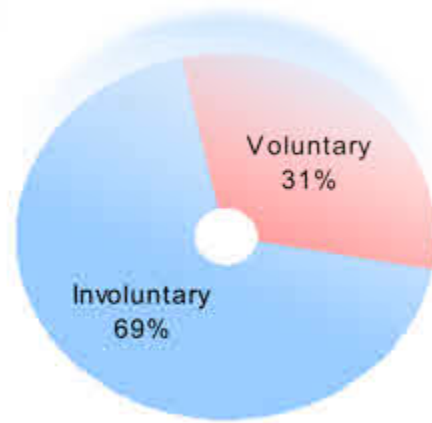
- From 2006 -2 010, the number of involuntary separations consistently exceeded voluntary separation. Accordingly, the share of involuntary separations (69%) is significantly greater than voluntary (31%) separations in a five year period.

- Resignations/quits shows a downward trend from 2007 - 2009. The decline became steeper in 2009, where the number of resignations decreased from 20 in 2008 to 3 in 2009. Economic uncertainty has likely resulted in employees keeping their jobs that they have instead of risking unemployment.

- Historically, the number of resignations usually exceeds the number of layoffs. In 2006 and 2007, the City did not experience any reduction in force. There are, however, and as would be expected resignations reported. The onset of the recession caused a shift in the behavior of resignation and layoff that caused the two to reverse their trend.

- The number of separations reported for employees who left for better future increased from 4 in 2007 to 14 in 2008. This can be attributed to how employees perceived the looming job uncertainty and opted to seek opportunities elsewhere.

- Retirements significantly increased from 18 in 2006 to 64 in 2007. The most number of retirements occurred in 2007, possibly indicating a recession-induced separation. In 2010, the number of retirements were at the same level as 2006, shortly before the recession began.

- Departures as a result of failed probation consistently declined. In 2009 - 2010, there were no reported turnover as a result of failing probation as the number of new hires declined.

- Involuntary turnover is inevitable, unavoidable and is faced by all organizations. In contrast, voluntary turnover generally indicates that employees leave for reasons over which the organization has control. Data findings reveal that very few voluntary terminations were due to explicit dissatisfaction over salary or working conditions.

Employee Turnover

Occupational Category

Occupational Category	2006	2007	2008	2009	2010	Total	%
Professional 27%	24	28	26	22	15	**115**	27%
Admin Support 16%	6	15	33	9	3	**66**	16%
Paraprofessional 14%	11	16	15	11	6	**59**	14%
Officials and Administrators 13%	8	18	13	11	4	**54**	13%
Protective Services 13%	19	13	9	9	3	**53**	13%
Service Maintenance 8%	8	10	4	7	7	**36**	8%
Technician 6%	3	9	7	5	2	**26**	6%
Skilled Crafts 4%	1	4	2	8	0	**15**	4%
Total	80	113	109	82	40	**424**	100%

Turnover by Occupational Category

The number of departures by occupational category is shown on the table above.

- From 2006 -2010, employees in the professional occupational category has the highest turnover rate (27%). The number of separations were consistently the highest among occupational groups except in 2008.
- The City lost the most number of officials and administrators in 2007. Turnover rate for this group continued to decline after this year.

- Since 2007, where turnover was highest, there were downward trends of turnover in professional, protective services and technicians categories. Administrative support's turnover increased from 15 in 2007 to 33 in 2008 due to reduction in force/layoff that impacted classifications within this group. Following this increase was a steep decline from 33 to 9 in 2009.
- Skilled craft has the least turnover rate (15 or 4% of total separations). There was no reported turnover from this group in 2010.

5

Employee Turnover

Occupational Category and Reason for Separation

REASON	PROF	ADMIN SUPPORT	PARA PROF	OFFICIALS	PROTECT SERVICES	SERVICE MAINT	TECHNI-CIAN	SKILLED CRAFT	TOTAL
INVOLUNTARY									
Retirement	48	17	20	30	23	11	12	6	**167**
Layoff	12	28	4	2		2	1	1	**50**
Relocation	10	6	4	1	1	4	1	1	**28**
CSC Ruling	4		2		4	2		2	**14**
Failed Probation	3	1		1	4	2			**11**
No Return		1	1						**2**
Expired Contract	3	2	1	6		1			**13**
Death			1	1	1	1		2	**6**
Involuntary Total	**80**	**55**	**33**	**41**	**33**	**23**	**14**	**12**	**291**
VOLUNTARY									
Resigned	10	7	11	8	13	8	9	1	**67**
Better Future	15	1	9	4	3	2	3		**37**
Higher Salary	9	3	6	1	4			2	**25**
Days/Hrs Bad	1					3			**4**
Voluntary Total	**35**	**11**	**26**	**13**	**20**	**13**	**12**	**3**	**133**
TOTAL	**115**	**66**	**59**	**54**	**53**	**36**	**26**	**15**	**424**

Turnover by Occupational Category

The number of departures by occupational category and reason for separation are shown on the table above.

- Retirement is the top reason for separation across occupational groups except in administrative support category. Under this group, most departures are caused by reduction in force. Subsequently, 56% of separations due to layoff were from this group.
- 21% of professionals left City employment for better future and higher salary.
- Most departures due to failure on probation were from the protective services group.

- There are marked disparities between involuntary and voluntary turnover across occupational groups. For administrative support, involuntary turnover is 80% more than voluntary turnover. For the rest of the occupational groups, involuntary turnover is approximately 21-75% more than voluntary turnover. However, the narrow margin of difference in the technician group is a potential issue of concern and vigilant monitoring of attrition may be necessary.

Retirement Data

In recent years, there has been a great deal of discussion around the aging public sector workforce. Numerous literature predict that the impact of retiring workers will create a looming crisis for public sector organization, At the same time, many analysts believe that this issue has been blown out of proportion as there are no reliable evidence that mass retirement occurred or will actually occur.

Regardless of the speculation around aging workforce, the City must take a proactive and direct approach in dealing with issues associated with aging workforce. Assessing the potential effects of aging workforce and its retirement vulnerability starts with concrete data on the number of employees eligible for retirement and their roles in the organization These pieces of information will consequently provide a clearer perspective into workforce and succession planning as the City workforce ages and the needs of the City continue to evolve. This report also includes the average number of years an employee stays employed after first becoming eligible to retire.

6

Retirement Data

Number of employees eligible for retirement

Percentage of Employees Eligible for Retirement (as of December 2010)		
	Number of Employees	%
Not eligible for retirement	660	71%
Eligible	**267**	**29%**
Total	927	100%

Eligible for retirement **29%**
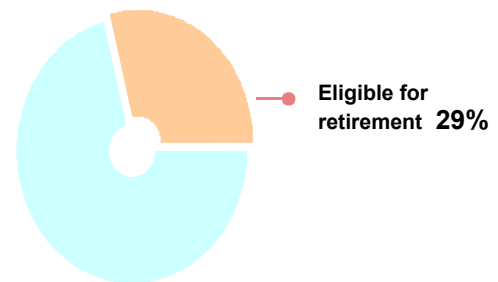
By Occupational Category			
Professional	86	32%	
Admin Support	45	17%	
Service Maintenance	40	15%	
Paraprofessional	25	9%	
Technicians	23	9%	
Protective Services	16	6%	
Officials	16	6%	
Skilled Craft	16	6%	
Total	**267**	**100%**	

Data findings reveal that as of December 2010, 29% of workforce is eligible to retire, given the assumption that these employees are at least 50 years old with 5 years of service. The number of retirement eligibles were broken down by occupational category. Employees in the professional category have the most number of projected retirements and employees in the protective services, officials and administrator, skilled and craft categories have the least number of projected retirements.

Data reveals that eligible employees work at all levels of the organization. This finding, in some ways, goes against the conventional thinking that the loss of retiring workers will be more severe because most of these individuals hold leadership positions. These findings also indicate that future recruitment efforts may need to expand across the organization in addition to focusing efforts on one area like the identification of new leaders.
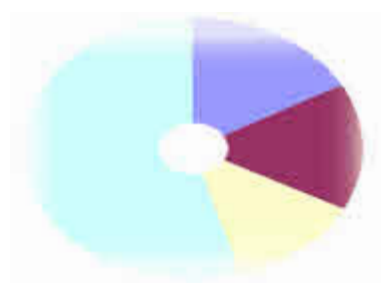
Retirement Data

The number of employees eligible for retirement may be alarming at the onset. When an organization is faced with losing 30% of its workforce in a short period of time, perhaps 12 to 18 months, it is expected that the organization will scramble attracting new talents to fill the void left by retiring employees. At the same time, current employees take on additional tasks and responsibilities to close gaps to maintain service delivery, which may likely be compromised. This is even more challenging for an organization already struggling with budget constraints.

Even if the organization is armed with the most comprehensive data and solid analysis on its aging workforce and retirement projections, it cannot predict when employees will actually retire. Employees do not usually share their retirement plans. There are certainly stronger factors affecting the employee's decision to retire, data about which are immeasurable and cannot be predicted within the bounds of statistics and analysis. Such factors include financial situation, rising cost of health care, whether or not a spouse is still employed, children in college, etc. Data on how long employees remain with the organization after becoming eligible to retire will provide a more realistic projection.

6

Number of years retired employees remained with the City after becoming eligible to retire

Year Retired	0-1 years	2-5 years	6-10 years	More than 10 years	Total
2006	3	2	2	11	18
2007	7	3	9	45	64
2008	5	9	2	12	28
2009	8	9	7	14	38
2010	5	3	1	10	19
TOTAL	28	26	21	92	167
%	17%	16%	13%	55%	100%

Data shows the retirements that occurred from 2006-2010. Within 1 year of (City) service, 17% employees retired. 2-5 years after being eligible, 16% retired. Employees with less than 5 years of service were eligible to retire as they have banked years of service with other agencies whose retirement systems were reciprocal with the City.

55% of employees left/retired more than 10 years after being eligible. This indicates that a significant number of the workforce wait several years before they retire.

- 0 - 1 years
- 2 - 5 years
- 6 - 10 years
- More than 10 years

Retirement Data

Number of years current employees remained with the City after becoming eligible to retire

Occupational Category	+ 0 - 5 years	+ 6-10 years	+ 11-15 years	+ 16-20 years	More Than 20 years	Total
Admin Support	19	6	9	9	2	45
Officials	7	4	4	1		16
Paraprofessional	9	7	3	5	1	25
Professional	19	19	17	21	10	86
Protective Services	3	1	5	3	4	16
Service Maintenance	13	13	8	3	3	40
Skilled Craft	7		5	3	1	16
Technicians	8	4	4	6	1	23
Total	**85**	**54**	**55**	**51**	**22**	**267**
%	**32%**	**20%**	**21%**	**19%**	**8%**	**100%**

0-5 years	**32%**
6-10 years	**20%**
11-15 years	**21%**
16-20 years	**19%**
More than 20 years	**8%**

Data shows the proportion of employees who are still employed after becoming eligible to retire. Findings yield that 48% of employees remain employed 11 years or more after becoming eligible to retire. The trend is similar to employees who have been separated. From 2006-2010, 68% of retirees left City employment 11 years or more after their retirement eligibility.